

Proposal 26-05

CALIFORNIA STATEWIDE RURAL INTERCITY BUS STUDY

Technical Proposal

February 3, 2006

**Prepared for the
State of California
Department of Transportation**

**In Response to
RFP Number 64A0166**



FACILITIES AND RESOURCES

FACILITIES

KFH Group, Incorporated has offices in Bethesda, Maryland, that incorporate approximately 4,000 square feet. We are just two blocks from Metro and have easy access to downtown. Individual offices are provided for all our professional employees. Their offices and surrounding space were designed to encourage an atmosphere appropriate for productive research.

EQUIPMENT

KFH Group staff utilizes an extensive mix of computer hardware and software in the performance of daily business operations. Each professional and administrative staff member at the KFH Group utilizes either an Intel Pentium class laptop or Pentium class desktop personal computer with Windows 2000 and Windows CP Professional Operating System. All computers in the office are on a LAN (Local Area Network) which in turn has access to a broadband internet connection providing high speed data retrieval and transfers. In addition, all laptops are equipped with a 56k modem allowing for remote access and data retrieval while in the field. Printers used by staff includes color inkjets, laser printers, and a 36" color plotter.

KFH Group staff primarily use off-the-shelf application software in daily operations including Microsoft Word for data processing, SPSS 10 and Microsoft Excel for computational analysis, Corel Draw, Microsoft Publisher, Quark Express 4.1 for graphics work, Microsoft Access for database management, and Caliper Corporation's Maptitude and ESRI's Arcview for geographic information system applications. In addition, our staff has access to and/or is skilled with the use of dBASE for Windows, AutoCAD, Adobe Acrobat, and Atlas GIS for Windows, Adobe Photoshop, Adobe Illustrator, and Crystal Reports.

Internet Access

KFH Group utilizes a dedicated DSL connection through a LAN to access the Internet. E-mail and web hosting services is provided through a local Internet Service Provider. In addition, KFH Group maintains a Webpage which is accessible at the following Internet address: <http://www.kfhgroup.com>. The website provides basic information about the KFH Group, its staff, and services, and also provides a link through which E-mail may be directed.

JUDITH NORMAN TRANSPORTATION CONSULTING (JNTC)

The JNTC team will be operating out of two locations, Culver City and Claremont, in southern California. Each office is equipped with full computer capabilities (a total of five computers), color printer, scanner, copier, and fax capabilities. Each office has support staff, over and above the support personnel named in this proposal, ensuring that the offices are staffed and responsive to project-related telephone calls, even when senior team members are in the field conducting outreach and site visits. Meeting space is available, particularly at the Claremont office, when project meetings with the full team and including Caltrans personnel may be indicated. Both offices are easily accessible to major airports, within 15 minutes travel time.

REFERENCES

KFH Group has a recognized expertise in the intercity bus industry, including analysis of industry trends, regulatory issues and policy, linkages with rural public transportation, intermodal connectivity, accessibility, and facility and terminal assessment and improvement, through statewide studies, federal research projects, and assistance to private carriers.

KFH Group staff has been involved in a wide variety of local, state, and national level intercity bus projects, primarily through the ongoing intercity bus work directed by Fred Fravel. These projects have included policy and planning studies developing and assessing projects proposed to address rural intercity needs.

We have provided five references for work similar to that requested by the California Department of Transportation.

- 1) Transportation Research Board
Ms. Dianne Schwager
500 Fifth Street, N.W.
Washington, D.C. 20001
(202) 334-2969
Service Date: August 1999 – December 2001
Service Cost: \$99,957

TCRP PROJECT B-21: EFFECTIVE APPROACHES TO MEETING INTERCITY BUS TRANSPORTATION NEEDS - *Transportation Research Board, Washington, D.C.*

The objective of TCRP Project B-21 was to identify strategies for initiating, preserving, and enhancing effective rural intercity bus transportation in order to assist local communities, transportation providers, planners, and state program administrators in planning, funding, operating, and marketing these services more effectively. In order to accomplish these objectives the KFH Group conducted the following tasks over the course of the project: develop an inventory of recently funded projects addressing intercity bus transportation (using a survey instrument); summarize the major funding sources used for rural intercity bus projects; assess the barriers to implementation and identify solutions used to overcome barriers; recommend and perform detailed cases studies from exemplary programs; and develop model strategies to provide generalized models of effective ways to maintain or improve rural intercity bus services.

- 2) Washington State Department of Transportation
 Ms. Robin Phillips and/or
 Dan Wayne, Rural and Intercity Program Manager
 Administrator for Coordinated Transportation
 Transportation Building
 310 Maple Park Ave., S.E.
 Olympia, Washington 98504
 Robin Phillips: (360) 705-7929
 Dan Wayne: (360) 705-7909
 Service Dates: Started June 2005 – on-going
 Service Cost: \$150,000

**INTERCITY AND RURAL-TO-URBAN PUBLIC TRANSPORTATION NETWORK
 PLAN: *Washington State Department of Transportation***

KFH Group is performing the statewide intercity and rural-to-urban bus plan for the Washington State Department of Transportation. This comprehensive effort has involved a complete inventory of intercity services, an assessment of need based on demographics and population density, identification of key potential destinations (educational institutions, correctional institutions, major medical centers, military bases, Amtrak stations and commercial airports), examination of changes in the network over time, and an extensive outreach effort to rural and urban transit operations, regional planning agencies, human service agencies, Medicaid transportation brokers, and private for-profit intercity bus and airport service providers. The goal is to develop state plan that will be used as a basis for funding intercity projects, including rural feeder services. The development of policies supportive of the identification of a basic state network and a program to maintain and support it are also a major aspect of the study. The study is not limited to the traditional intercity bus services, but is also focusing broadly on the services offered (or potentially provided) by rural public transit operators and other private providers such as the airport ground transportation industry—a major focus is developing a connected network and an information system to make the public aware of these mobility opportunities.

- 3) State of Georgia Department of Transportation
 Steven J. Kish
 276 Memorial Drive, S.W.
 Atlanta, Georgia 30303
 (404) 651-9210
 Service Dates: June 2003 – On-Going
 Service Cost: \$526,715

EVALUATION OF THE GEORGIA RURAL PUBLIC TRANSPORTATION PROGRAM (SECTION 5311): *Georgia Department of Transportation (GDOT), Office of Intermodal*

Currently underway, this project will evaluate all facets of the current Section 5311 program in Georgia, make recommendations for program improvements, assist in coordination with state-level human service programs, and develop revised policies, procedures, and program materials. Use of funds at the local level are being assessed, and programs in other states are being reviewed as models. The consultant team will also provide training to GDOT staff and local subrecipients in changes to the program.

FEASIBILITY STUDY FOR BUS SERVICE BETWEEN MACON AND BRUNSWICK, GEORGIA: *Greyhound Lines and the Georgia Department of Transportation*

Under contract to Greyhound Lines and the Georgia Department of Transportation, the KFH group analyzed the feasibility of implementing intercity bus service between Macon and Brunswick, Georgia, along a route serving a number of small towns. The study included an assessment of the need for the proposed service based on the latest Census demographic data and an inventory of major potential trip generators (such as colleges, prisons, major medical centers, etc.). Need was also address by contacting local community representatives, in some cases elected officials, and in other the chamber of commerce. Demand estimates were developed based on the ridership and revenue levels found in other similar communities in Georgia, which were used to develop a regression model to estimate revenues. Ridership was also estimated using a route-level rural intercity demand model. Adjustments were made to the estimated ridership to take into account the potential impact on other intercity services in the region. Alternative service levels were developed, with costs and revenue estimated for each. The availability of funding was determined, including federal and state sources. A final assessment of the overall feasibility was included, along with a recommendation for implementation of the service.

Service Dates: February 2001 – June 2001
 Service Cost: \$9,860

- 4) North Carolina Department of Transportation
Mr. Charles Glover
Public Transportation Division
#1 South Wilmington St., 5th Floor
Raleigh, NC 27601
(919) 733-4713 x 277
Service Date: October 1998
Service Cost: \$28,219

INTERCITY NEEDS ASSESSMENT STUDY: *North Carolina Department of Transportation*

The KFH Group assisted the NCDOT in the development of an intercity bus/regional feeder program utilizing FTA Section 5311(f) and state funding. Initial tasks included an assessment of potential, including estimates of demand and costs, for a number of projects suggested by local and intercity operators, and development of a program plan.

JUDITH NORMAN TRANSPORTATION CONSULTING (JNTC) REFERENCES

Client: Caltrans Division of Mass Transportation
James Conant (916) 657-3876
P.O. Box 942874
Sacramento, CA 94274
JNTC Role: *Prime Contractor*
Time Frame: 2000 - 2002

Ms. Judith Norman

California Department of Transportation (Caltrans) - Analysis of Public Transportation to Promote Non-Traditional Transit Rider Market Share in California. - Under contract to Caltrans Headquarters in Sacramento, Ms Norman served as Prime Contractor and Project Manager for the project. This statewide research, analysis and planning study effort involved work with transit operators; MPOs, the CTA and other interested stakeholders to identify successful operational, service and marketing related strategies and approaches to increase non-traditional transit rider market share in California. Major elements of the study included a statewide literature and peer review, statewide telephone opinion and transit operator survey research efforts, conduct regional transit agency/operator focus groups, and development of a GIS and transit operator database. The results of the work effort will be used by Caltrans to share information with transit operators and to develop and fund plans statewide aimed at increasing transit mode share.

Ms. Heather Menninger-Mayeda

Caltrans
Mr. Garth Hopkins
Transportation Planning
(916) 654-8175

Caltrans 5313 Planning

SCAG/ San Bernardino Associated Governments: Health Access in San Bernardino and Riverside Counties: A Study of Non-Emergency Medical Transportation Needs [NEMT] and Resources – 5313 Project

As consultant project manager, responsible for all aspects of this Caltrans Section 5313 planning grant, including definition of the work plan, development of appropriate RFPs, determination of critical stakeholders, and guiding of demonstration projects to be recommended by the study. Participating match funding partners involve both Riverside and San Bernardino county transportation commissions and a team of health care institutions that include Kaiser Permanente, two MediCal providers and a community hospital. Among the final products was the March 2005 Health Access Conference, Ontario, California which brought together over 100 professionals to consider this study and various aspects of NEMT issues.

CAROL LANDSMAN - LANDSMAN TRANSPORTATION PLANNING, LLC

Ms. Pam Couch, Manager
Modoc County Transportation Commission
202 West Fourth Street
Alturas, California 96101
(530) 233-6422

Tri-County Consolidation Study, Lassen, Modoc and Plumas Counties CA. Ms. Landsman managed this project that explored the potential for these three northeastern California counties to consolidate the administration and management of their transit systems in an effort to increase service. After field observations, review of existing service and interviews with providers of human service transportation, policy makers and users, this study concluded that coordination was a better option than was consolidation. The study outlined coordination strategies that these counties could implement. One strategy called Seat Sharing uses intranet technology to encourage social service and public transit providers to share seats on vehicles. This project was selected by the California Oregon Advances Transportation Systems (COATES) as an example of rural transit technology. COATES is now developing the tools to implement it.

Appendix A

RELEVANT PROJECT DESCRIPTIONS

KFH GROUP, INCORPORATED

INTERCITY BUS STUDIES

Project: INTERCITY AND RURAL-TO-URBAN PUBLIC TRANSPORTATION NETWORK PLAN

Client: *Washington State Department of Transportation*

KFH Group is performing the statewide intercity and rural-to-urban bus plan for the Washington State Department of Transportation. This comprehensive effort has involved a complete inventory of intercity services, an assessment of need based on demographics and population density, identification of key potential destinations (educational institutions, correctional institutions, major medical centers, military bases, Amtrak stations and commercial airports), examination of changes in the network over time, and an extensive outreach effort to rural and urban transit operations, regional planning agencies, human service agencies, Medicaid transportation brokers, and private for-profit intercity bus and airport service providers. The goal is to develop state plan that will be used as a basis for funding intercity projects, including rural feeder services. The development of policies supportive of the identification of a basic state network and a program to maintain and support it are also a major aspect of the study. The study is not limited to the traditional intercity bus services, but is also focusing broadly on the services offered (or potentially provided) by rural public transit operators and other private providers such as the airport ground transportation industry—a major focus is developing a connected network and an information system to make the public aware of these mobility opportunities.

Project: INTERCITY BUS TRANSPORTATION IN GEORGIA

Client: *Georgia Department of Transportation*

Fred Fravel performed this statewide study for the GDOT. The study assessed the current state and role of intercity bus services in Georgia, and developed a policy and program plan for the state, including a programming of rural intercity bus funding under Section 18(I) of ISTEA. An overview of current national trends and federal regulatory and funding policies was included, along with an overview of the industry serving Georgia. A survey of bus station and agents was

conducted, regional development commissions were surveyed, and the regular-route carriers were interviewed on-site. Possible policy and funding options were reviewed, an assessment of linkages with rural public transportation operators developed, and a program of projects and a state policy was recommended to the GADOT

Project: **NORTH CENTRAL INDIANA INTERCITY BUS FEASIBILITY STUDY**

Client: *Greyhound Lines, Inc., under contract to the City of Warsaw, Indiana*

This study addressed the total lack of intercity bus service in north central Indiana following the discontinuance of American Bus Lines regular-route services. The study included identification of the need for service, major trip generators, potential demand, estimates of start-up costs, projections of operating costs and revenues, coordination with local operators and jurisdictions on the proposed routes, and development of administrative and contractual arrangements under Indiana's Section 5311(f) program. The project was initiated by the City of Warsaw, one of a number of communities that had lost all intercity bus services. The resulting project includes Greyhound intercity bus services between Elkhart and Indianapolis, and between Fort Wayne and Chicago, Illinois, shown in Russell's Guide Timetables 241 and 243.

Project: **VERMONT STATEWIDE INTERCITY BUS STUDY**

Client: *Vermont Agency of Transportation*

This study addressed the role of the intercity bus industry in meeting the public transportation needs of Vermont residents. Current services were reviewed, along with recent changes in the routes and schedules serving Vermont. A needs analysis identified the areas in Vermont with sufficient population density to support intercity bus service, and this was compared to the current services. In addition, areas of high potential need for public transportation were identified and compared to the current network. Although 87 percent of the state's population lives within ten miles of the current intercity bus stops, several gaps in the network were identified, along with the segments of the current network that are most likely to be discontinued. Two demand models were used to estimate potential ridership on these segments, and the results used to estimate the potential operating costs of providing these services. The potential use of intercity bus-type services to meet long-distance commuter needs was analyzed, and the location and availability of local transit and intercity rail services reviewed to identify current and potential intermodal connections. Federal and state policies regarding intercity bus service in Vermont were reviewed, and recommendations made regarding possible policy and program changes. The report also included techniques for use by the state in valuating intercity-type projects.

Project: MINNESOTA INTERCITY BUS NEEDS STUDY

Client: *Minnesota Department of Transportation. Under Subcontract to SRF, Inc.*

The KFH Group provided consulting services to the prime contractor, SRF, Inc., in all phases of a statewide intercity bus needs study. The study was performed to develop state policy and programs in light of the Federal Transit Administration's Section 5311(f) program of assistance for rural intercity bus services. Elements of the Minnesota study included documentation of state policy and actions regarding intercity bus services in other states, inventory of current services, determination of the role of intercity services in Minnesota, estimation of the demand for new or feeder services, determination of the feasibility of feeder services by rural transit operators, and development of a policy and program for state implementation of the Section 5311(f) program. A Steering Committee was composed of state program staff (including members from the state regulatory agency and the aviation program), private carrier representatives, and local rural transit and human service transportation operators.

Project: INTERCITY BUS FUNDING STUDY

Client: *Colorado Department of Transportation*

KFH assisted the Colorado Department of Transportation in the evaluation of grant applications for Section 5311(f) rural intercity assistance. This work included a review of the applications, development of an interview format to be used for the carriers, a tutorial for CDOT staff on intercity bus service characteristics and issues, interviews with the applicants, revision of their proposed projects, recommendations for funding, and direction on performance measures and additional future steps. During the course of that study TNM&O withdrew its application and abandoned its contracted service in the US 50 corridor. KFH Group suggested the possibility of working with other carriers, potentially including transit agencies, to develop a replacement service.

Project: TCRP PROJECT B-21: EFFECTIVE APPROACHES TO MEETING INTERCITY BUS TRANSPORTATION NEEDS

Client: *Transportation Research Board, Washington, D.C.*

The objective of TCRP Project B-21 was to identify strategies for initiating, preserving, and enhancing effective rural intercity bus transportation in order to assist local communities, transportation providers, planners, and state program administrators in planning, funding, operating, and marketing these services more effectively. In order to accomplish these objectives the KFH Group conducted the following tasks over the course of the project: develop an inventory of recently funded projects addressing intercity bus transportation (using a survey

instrument); summarize the major funding sources used for rural intercity bus projects; assess the barriers to implementation and identify solutions used to overcome barriers; recommend and perform detailed cases studies from exemplary programs; and develop model strategies to provide generalized models of effective ways to maintain or improve rural intercity bus services.

Project: ANALYSIS OF DECLINING INTERCITY BUS SERVICE

Client: *Office of the Secretary, U.S. Department of Transportation*

In this project KFH provided assistance to the Office of the Secretary, U.S. Department of Transportation, on their report to Congress addressing the impact of and response to rural intercity bus service loss in the North Central and Northwest regions following restructuring of Greyhound services. KFH tasks included assistance in understanding the rural transit and intercity bus service and market context, documentation of the initial response to service cutbacks, analysis of the state response to the service cutbacks, including use of S. 5311(f) funding, analysis of new and replacement services, and input regarding potential policy options.

Project: ASSISTANCE IN THE DEVELOPMENT OF THE NORTH CAROLINA INTERCITY/REGIONAL PUBLIC TRANSPORTATION PROGRAM

Client: *Public Transportation Division, North Carolina Department of Transportation*

North Carolina=s Transit 2001 report recommended building a Aseamless public transportation network@ across the state, to provide citizens with access to intercity, intrastate, regional, and connector services to other modes of transportation (including intercity bus, air, rail passenger and ferry services). The General Assembly=s Transit 2001 appropriation for FY 1997-98 included \$400,000 for initiating this effort, and additional funding is expected. The Public Transportation Division (PTD) initiated efforts to develop this program by requesting input on intercity, regional, intrastate, and connector service needs from community transportation systems and intercity bus companies. These initial project descriptions were reviewed and analyzed, with recommendations made to regarding the priority projects for the initial year of funding. Subsequently an overall program outline was developed, including the roles and responsibilities of the state and of local/regional participants.

Project: **FEASIBILITY STUDY FOR BUS SERVICE BETWEEN MACON AND BRUNSWICK, GEORGIA**

Client: *Greyhound Lines and the Georgia Department of Transportation*

Under contract to Greyhound Lines and the Georgia Department of Transportation, the KFH group analyzed the feasibility of implementing intercity bus service between Macon and Brunswick, Georgia, along a route serving a number of small towns. The study included an assessment of the need for the proposed service based on the latest Census demographic data and an inventory of major potential trip generators (such as colleges, prisons, major medical centers, etc.). Need was also address by contacting local community representatives, in some cases elected officials, and in other the chamber of commerce. Demand estimates were developed based on the ridership and revenue levels found in other similar communities in Georgia, which were used to develop a regression model to estimate revenues. Ridership was also estimated using a route-level rural intercity demand model. Adjustments were made to the estimated ridership to take into account the potential impact on other intercity services in the region. Alternative service levels were developed, with costs and revenue estimated for each. The availability of funding was determined, including federal and state sources. A final assessment of the overall feasibility was included, along with a recommendation for implementation of the service.

Project: **OHIO INTERCITY PROGRAM REVIEW**

Client: *Ohio Department of Transportation Office of Transit, under subcontract to RLS and Associates*

Another intercity bus project was performed for the Ohio Department of Transportation. It included an overview of FTA's Section 5311(f) program of assistance for rural intercity services. Intercity bus service needs in the state were assessed through the use of demographic data, a survey of local transit operators, a survey of intercity bus operators, and an inventory of major potential intercity traffic generators. An overview of current intercity services was included, and the existing services were compared to the identified needs to determine service gaps and unmet needs. Ohio's current intercity program was reviewed to determine if changes were needed to make it responsive to the identified needs. Evaluation criteria for intercity bus projects were developed, and a number of specific projects were identified for potential Section 5311(f) funding.

Project: STATEWIDE ASSESSMENT OF INTERCITY BUS FACILITIES AND NEEDS

Client: *Texas Bus Association and the Texas Department of Transportation*

This project for the Texas Bus Association and the Texas Department of Transportation was to develop a long-range plan for intercity bus facilities in the State of Texas. It included surveys of intercity bus operators, local urban and rural transit systems, and metropolitan planning organizations to inventory current and potential future interest in intermodal or other facilities. The results of these surveys were combined with population data, a complete inventory of intercity bus routes and frequencies, and the locations of local public transit services to assess the most likely potential future sites of intercity bus facilities. This list included all of the current urbanized areas, all locations likely to become urbanized areas in the next (2000) Census, and the 35 rural locations of greatest potential need or interest. An inventory and assessment of current facilities at all locations on this list was performed, using an assessment tool designed to evaluate condition, capacity, ADA accessibility, location, attractiveness, and usage. This was used in site visits to all locations, a total of nearly 100 locations. The results of the analysis and the site visits were used to prioritize potential facility investments in a long-range statewide plan, which also addressed potential funding sources and likely costs.

Project: INTERCITY BUS FACILITIES NEED STUDY

Client: *Greyhound Lines, Inc in Association with the Pennsylvania Department of Transportation*

Under contract to Greyhound Lines, with funding from the Pennsylvania Department of Transportation, this project developed a long-range plan for intercity bus facilities in the State of Pennsylvania. It included surveys of intercity bus operators, local urban and rural transit systems, and metropolitan planning organizations to inventory current and potential future interest in intermodal or other facilities. The results of these surveys were combined with population data, a complete inventory of intercity bus routes and frequencies, and the locations of local public transit services to assess the most likely potential future sites of intercity bus facilities. This list included all of the current urbanized areas, all locations likely to become urbanized areas in the next (2000) Census, and the rural locations of greatest potential need or interest. An inventory and assessment of current facilities at all locations on this list was performed, using an assessment tool designed to evaluate condition, capacity, ADA accessibility, location, attractiveness, and usage. This was used in site visits to all locations on the list. The results of the analysis and the site visits were used to prioritize potential facility investments in a long-range statewide plan, which also addressed potential funding sources and likely costs.

Project: **INTERCITY NEEDS ASSESSMENT STUDY**

Client: *North Carolina Department of Transportation*

The KFH Group assisted the NCDOT in the development of an intercity bus/regional feeder program utilizing FTA Section 5311(f) and state funding. Initial tasks included an assessment of potential, including estimates of demand and costs, for a number of projects suggested by local and intercity operators, and development of a program plan.

Project: **INNOVATIONS TO IMPROVE THE PRODUCTIVITY, EFFICIENCY, AND QUALITY OF PUBLIC TRANSPORTATION IN RURAL AND SMALL URBAN AREAS, TCRP PROJECT A-21**

Client: *Transportation Research Board, Transit Cooperative Research Program*

The KFH Group was the prime contractor for TCRP Project A-21, which involved the identification of innovative programs, strategies, practices, and techniques introduced to improve transit service delivery by rural and small urban transportation agencies. The project also involved the identification of *barriers* which hinder the introduction of innovation and change for these smaller transit agencies. The product of the research was a guidebook, describing transferable, successful innovative initiatives which improve productivity, efficiency and service quality, and discussed means to address barriers to change. The full report, published as TCRP Report 70, is available as a web document at <http://www4.nas.edu/trb/crp.nsf>.

Project: **FEASIBILITY STUDY FOR INTERCITY BUS SERVICE BETWEEN HAMPTON AND FREDERICKSBURG, VIRGINIA**

Client: *Virginia Department of Rail and Public Transportation (VDRPT) and Bay Transit*

Currently there is no intercity bus service available on the Northern Neck or Middle Peninsula of Virginia. As a result, some residents living in these communities have no means of traveling outside their community aside from driving (or being driven) to remaining intercity bus stops in Fredericksburg or Hampton Roads. VDRPT and Bay Transit, the transit provider in this region, contracted with the KFH Group, Inc. to conduct a study to determine the feasibility of reintroducing Greyhound intercity bus service or Bay Transit rural intercity feeder service connections to bus stations in Hampton Roads or Fredericksburg. The study included a regional goals-setting meeting, analysis of regional demographic information, a survey of community leaders, a survey of Bay Transit passengers, development of a regional rural intercity demand model, development of alternatives, cost estimation, and recommendations. Information

on the South Central Arkansas Transit rural intercity feeder system was also developed as one potential model.

Project: **TECHNICAL ASSISTANCE IN THE DEVELOPMENT OF A POLICY PAPER**

Client: *American Bus Association, Washington, D.C.*

The KFH Group provided technical assistance in the development of a policy paper for the American Bus Association. The paper reviewed the current status of the regular-route intercity bus industry, including its size, structure and routes. ISTEA programs addressing intercity bus industry needs were reviewed, including the eligibility of intercity bus terminals for Federal funding for intermodal terminals, and the provisions of assistance for rural intercity services under the Section 18i program. New developments such studies, and operation of rural services. A call for additional cooperative efforts was included, particularly regarding the need for early consultation between the private carriers and public entities as new intermodal facilities are developed.

Project: **TECHNICAL ASSISTANCE IN SUPPORT OF FILINGS WITH REGARD TO ADA ACCESSIBILITY ON OVER-THE-ROAD BUSES**

Client: *American Bus Association*

The American Bus Association contracted with the KFH Group to address the potential impacts of proposed regulations implementing the Americans with Disabilities Act (ADA) for over-the-road bus services. In particular, the effect of increased costs resulting from requirements for a lift on every bus on marginal rural services was identified, along with the potential impacts on small regular route operators providing rural services. Using data from bus operators, marginal routes nationwide were identified, and the populations potentially affected by the loss of these services compiled. In addition, information from small carriers regarding vehicle replacement policies, costs, and potential impacts was presented.

Project: **COMPREHENSIVE STUDY OF INTERCITY BUS SERVICE IN NEBRASKA**

Client: *Nebraska Department of Roads and the Federal Transit Administration, Nebraska*

Federal Transit Administration demonstration grant to assess the feasibility of alternatives for maintaining intercity bus service across rural northern Nebraska. The carrier, Black Hills Stage Lines of Norfolk, Nebraska, had filed to abandon

regular route service between Norfolk, Nebraska and Rapid City, South Dakota. The study included a review of the usage of the current services, service needs, and potential demand. It presented alternative service designs to enable continued service with little or outside funding. The study included funding recommendations. The evaluation of need included a survey of social service agencies, analysis of Census population data, an on-board passenger survey, and a survey of package express shippers and receivers. Service options presented included reducing service to three days per week; turning back service in Valentine, Nebraska; the use of vans or small buses rather than intercity coaches; weekend service oriented to college student populations; funding the existing service; and discontinuing all service. The study and the Advisory Committee recommended funding the existing service pattern, although there was no Federal program to provide adequate funding for this type of service. A state funding program was also developed and presented to the State of Nebraska.

Project: **NEBRASKA INTERCITY BUS STUDY/PLAN DEVELOPMENT**

Client: *Nebraska Department of Roads*

This study for the Nebraska Department of Roads was performed by Fred Fravel. It updated an earlier plan for the state, addressing statewide needs for intercity and regional connectors and the possible funding and operational options under the Section 18(I) program for rural intercity services. A statewide Advisory Committee of human service agency representatives, private carriers, Indian Tribes, rural operators, and the Department of Roads worked with the consultant to define needs, place those needs in the context of policies to support the development of rural areas and small towns, and develop service options to maintain intercity and rural linkages. The resulting program plan included some funding for small rural private for-profit and public transit operators to connect with intercity services in major corridors and to reach regional service centers. Capital, marketing, and operating assistance elements were all included to meet needs identified by carriers. At the state level a new source of funding was developed to provide the local share of operating assistance for regional and intercity services.

Project: **TRANSIT PLANNING SERVICES FOR A REGIONAL BUS NEEDS STUDY**

Client: *Regional Transportation Authority and the Metropolitan Transit Authority of Nashville, Tennessee. Under Subcontract to JHK & Associates*

Fred Fravel developed a practical methodology for the RTA/MTA to use in estimating ridership on a number of suburban commuter corridors that do not currently have service. We reviewed all the available techniques for estimating route-level demand for bus services in areas with no previous service and. A

literature review was performed. The methodology also took into account the characteristics of the potential service area and the available data and capabilities of the agencies in the area. The recommended method used a diversion curve calibrated to an existing similar service in the region. The diversion curve estimates transit ridership as a function of the ratio of transit to auto travel time, including time penalties for modal transfers. The diversion curve is applied to the total estimated journey to work demand in the new corridors.

Project: **THE GREYHOUND STORY 1979-1990**

Client: *Greyhound Lines, Incorporated, Dallas, Texas*

Fred Fravel prepared this white paper for Greyhound Lines to use as a background paper on the industry to be distributed to creditors in its Chapter 11 filing. The paper included a review of the U.S. intercity bus industry over the last decade, with a major focus on Greyhound and Trailways, the major regular route carriers (that had been combined under Greyhound Lines). Industry changes resulting from the implementation of airline deregulation in 1979, the Bus Regulatory Reform Act of 1982, the Greyhound strike of 1983, the sale of Greyhound Lines assets to a group of investors led by Fred Currey in 1986, and the purchase of Trailways Lines by this group in 1987 were all addressed. Increased modal competition from subsidized Amtrak service, deregulated airlines, and deregulated small package carriers was also addressed in the paper. Management efforts to rebuild Greyhound and Trailways as one firm driven by market forces rather than regulatory requirements was a major focus of the paper, including the history of carrier labor relations during this period. The paper concluded that there is a market for regular-route bus service which is very sensitive to fare levels, requiring that carriers maintain low operating costs.

Project: **BACKGROUND PAPER ON ACCESSIBILITY FOR THE DISABLED AND THE INTERCITY BUS INDUSTRY**

Client: *Office of Technology Assessment, Congress of the United States, Washington, D.C.*

Fred Fravel prepared this background paper on the intercity bus industry for the Office of Technology Assessment (OTA) as part of its study mandated under Section 305 of the Americans with Disabilities Act of 1990 (ADA). The report reviewed the requirements of Section 305, the structure of the intercity bus industry, the recent history of the major regular-route intercity carriers, the impact of regulatory reform, intermodal competition, labor problems, ownership changes, and the Greyhound bankruptcy filing. The paper presented the current financial condition of the industry, and discussed the impact of changes in the industry on rural and small town services.

Project: PROJECT G-5 - MANAGEMENT PRACTICES AT SMALL URBAN AND RURAL PUBLIC TRANSPORTATION SYSTEM

Client: *Transportation Research Board, Transportation Cooperative Research Program (TCRP)*

The purpose of TCRP Project G-5 was to compile and present exemplary management principles and techniques for use by managers of small urban and rural public transit systems. Under this project, the KFH Group team identified an array of management principles and techniques for use by small urban and rural systems, to assist in managing their transportation services and to develop an easy to use Management Toolkit for local operators. The project was conducted in two phases. The first phase addressed the question, "What should be included in the Toolkit?" The second phase included preparing and disseminating the Toolkit for providing high quality, customer oriented transit services. The *Transit Manager Toolkit* includes guidance for the small transit manager on a new way of thinking about managing their transit system -- focusing on the needs of customers, who are the riders, and potential riders in the community. The Toolkit is organized around customer service attribute categories (reliability, safety/security, convenience and accessibility, comfort and cleanliness, understandability, affordability, and empathy) and includes a comprehensive glossary and bibliography. This report was published as TCRP Report 54.

RURAL TRANSIT STUDIES

Project: TRANSIT COOPERATIVE RESEARCH PROGRAM PROJECT J-06-43: EXPANDED STATE AND NATIONAL INVESTMENT ANALYSIS CAPABILITY

Client: *KFH Group subcontract with Cambridge Systematics, Inc.*

In this project the prime contractor was tasked with developing estimates of national public transit capital funding needs for the six year horizon covered in the next federal transportation reauthorization bill, and for a 20-year horizon. KFH Group developed these estimates for the rural transit sector. The analysis addressed capital needs for replacement vehicles, for overage vehicles, and for service expansion. Capital facilities needs were also estimated, including the need for funding to replace, improve or build new maintenance facilities. Capital needs for intermodal terminals and other passenger facilities in rural areas were also included. This information was included in the overall national report addressing transit capital needs in the reauthorization process.

Project: DEVELOPMENT OF MARYLAND'S RURAL TRANSIT ASSISTANCE PROGRAM (RTAP)

Client: *Maryland Transit Administration*

Under contract to MTA, KFH Group is developing and assisting in the administration of the Maryland RTAP program, which provides training, scholarships, and technical assistance to rural transit operators in Maryland. This project includes development of a statewide driver training and certification program. Working with our subcontractors Lazaro & Noel and SG Associates, we conducted a statewide needs analysis, review of existing programs, and training modules used in other states, and developed recommendations for development of the program in Maryland. The recommendations are currently under review by the MTA and the Transportation Association of Maryland. We initiate and publish a quarterly newsletter, and are assisting MTA in the development of the Maryland RTAP website. Additional RTAP program assistance provided by KFH Group includes development of written policies and procedures for the scholarship program and the lending library, housing and managing the library, setting up training workshops, and program outreach.

Project: CHITTENDEN COUNTY TRANSIT FINANCING STUDY

Client: *Chittenden County Metropolitan Transportation Organization (CCMPO)*

The purpose of this project was to assist in conducting research for, as well as preparing a mandated report for the Vermont State Legislature on financing transit services in Chittenden County, Vermont. In its request, the Vermont General Assembly recognized that the current practice of funding local contributions for transit operations through the local property tax, presently utilized to its maximum, is not a viable long-term source of revenue. The General Assembly created a temporary Task Force to explore transit funding options in the County and prepare the report. The Task Force proposed addressing the funding issue through a regional transit approach. New relationships would be created among the three providers, CCTA, SSTA, and VTA, to allow the region to have a seamless, coordinated public transportation system. This would be accomplished by creating a new Regional Transit Authority that eventually could be responsible for all modes and would have the ability to raise funds locally from one or more of the sources presented in the report. Under this project, we provided assistance to the Task Force in researching potential funding sources, developing and assessing organizational/institutional arrangements that might be appropriate, estimating the fiscal impact of each alternative funding source, and concluding with a summary of actions the Task Force would like the Legislature to take on behalf of the region.

Project: **SURVEY OF STATE RURAL TRANSIT ASSISTANCE PROGRAM (RTAP) COORDINATORS**

Client: *American Public Works Association (APWA), Washington, D.C.*

The RTAP is a federally-funded program that provides training and technical assistance to rural transportation providers. It is administered by the APWA. The program has both national and state components. To implement the state component of the program, each state is allocated a portion of the overall available funds based upon its rural population. The funds that are allocated to the states are used to provide training and technical assistance geared to the needs of the transit providers in each particular state. Each state has a designated RTAP coordinator, typically someone in the Department of Transportation who works with the Federal Section 5311 program. The purpose of the survey of RTAP coordinators was to learn more about how each state implements the program. The survey was sent to each state and the data was compiled and analyzed, resulting in a 50-state compendium of rural transit training and technical assistance projects. It was used as a reference and as a way to reduce duplication of efforts among the state program managers.

Project: **OCRACOCKE ISLAND PUBLIC TRANSPORT IMPLEMENTATION STUDY**

Client: *North Carolina Department of Transportation, Raleigh, North Carolina*

This implementation plan was developed for the purpose of guiding Hyde County Transit (HCT) in the implementation of a new transit service for Ocracoke Island. This service will be designed to be a part of the solution to reduce congestion on the island as well as to provide tourists with an additional tourist attraction in and of itself. The plan was developed with significant input from an advisory committee of local residents, political and business representatives, the National Park Service, the North Carolina Department of Transportation and HCT.

JUDITH NORMAN TRANSPORTATION CONSULTING

CALTRANS EXPERIENCE

Analysis of Public Transportation to Promote Non-Traditional Transit Rider Market Share in California - California Department of Transportation (Caltrans)

Under contract to Caltrans Headquarters in Sacramento, Ms Norman served as Prime Contractor and Project Manager for the project. This statewide research, analysis and planning study effort involved work with transit operators; MPOs, the CTA and other interested stakeholders to identify successful operational, service and marketing related strategies and approaches to increase non-traditional transit rider market share in California. Major elements of the study included a statewide literature and peer review, statewide telephone opinion and transit operator survey research efforts, conduct regional transit agency/operator focus groups, and development of a GIS and transit operator database. The results of the work effort will be used by Caltrans to share information with transit operators and to develop and fund plans statewide aimed at increasing transit mode share.

Health Access in San Bernardino and Riverside Counties – Study of Non-Emergency Medical Transportation Needs and Resources - Southern California Association of Governments (SCAG)

As Project Manager, Judith Norman with SANBAG, RCTC, transit operators and healthcare organizations on a planning study to qualitatively describe the non-emergency medical transportation (NEMT) trip needs relative to the availability of public transit in the Inland Empire of Riverside and San Bernardino Counties, including identification of resources and barriers, for the purposes of formulating recommendations that match transportation resources with needs in relationship to defined geographic areas within the two counties.

The work activities on this study included collection of quantitative transit data through administration of a survey, qualitative research including:

- Consumer and stakeholder meetings
- Transit agency, operator and healthcare organization interviews; and
- Focus groups and meetings

In addition, a healthcare and transit services resource and funding inventory (locally and nationally—including use and availability of funding for transportation relative to Tobacco Settlement and other revenues) and a Geographic Information Systems (GIS) analysis component. This study was recently completed in October 2004.

REGIONAL TRANSPORTATION PLANNING PROJECTS

Human Service and Transit Service Coordination Study - Ventura County Transportation Commission (VCTC)

Serving as the Prime Contractor and Project Manager, JNTC is leading a team for the Ventura County Transportation Commission (VCTC) to examine human service transportation services and public transit services for elderly and disabled persons in Ventura County and assess the feasibility and benefits of coordination strategies for the purposes of drafting a coordination strategy for eight cities within the County of Ventura, California.

South County Transit Study - Orange County Transportation Authority (OCTA)

The study was conducted to improve bus transit services in South Orange County. As the outreach subconsultant, Judith Norman conducted an extensive three-month stakeholder outreach process covering eleven (11) South County cities in the study area, which included the following activities:

- Elected official and City representatives meetings and roundtables;
- OCTA Advisory committee meetings and presentations;
- Bus rider intercept surveys and focus groups;
- Bus operator (non-contract and contract) focus groups;
- Telephone interviews with agencies, organizations and businesses

Ms. Norman documented the results of the overall process and developed recommendations for improvement of bus services based upon stakeholder input.

Express Bus (Riverside County to Orange County) Scope of Work, Procurement and Cooperative Agreement - Orange County Transportation Authority (OCTA)

Working closely with OCTA staff, Judith Norman prepared a Scope of Work for selection of a contractor to operate Express Bus Commuter services from Tyler Mall in Riverside to South Orange County and Anaheim via the SR-91 toll lanes. Ms. Norman participated with the staff in the contractor selection process, including pre-proposal and bid evaluation. Ms. Norman also assisted OCTA staff in developing board and staff reports relative to the project, as well as, assisting OCTA, RCTC, RTA with drafting of a cooperative agreement.

Strategic Business Plan: Transit Service and Capital Needs Study Scope of Work - North County Transit District (NCTD) Oceanside, California

Judith Norman assisted in the development of a scope of work for study with the NCTD. The purpose of the study was to develop a comprehensive planning document for the District would serve to identify transit service options for communities within the study area, for all service modes, through the year 2010.

RAIL LINKAGES

Metrolink Feeder System Evaluation Study - Orange County Transportation Authority (OCTA)

A study conducted to evaluate the effectiveness of the Metrolink feeder system in Orange County. Ms. Norman performed stakeholder outreach activities which included development of questionnaires and topics, conducting an employer roundtable discussion and interviewing Metrolink riders. In addition, Judith Norman explored alternative service-delivery options including Flex Car, ZEV-NET shared-use Electric Station Car program, the Zipcar and vanpool programs.

Supplemental Southeast Area Bus Restructuring Study - Southern California Association of Governments (SCAG)

A study conducted to identify and evaluate opportunities to improve existing local and regional fixed-route bus transit services, connections to rail service, transit facilities, and community-level transit and paratransit systems serving the Southeast area of Los Angeles County. As a subconsultant, Judith Norman performed outreach activities which included scheduling and facilitating focus group discussions with riders, conducting an opinion leader roundtable discussion and assisting in facilitating city working group sessions. In addition, Ms. Norman developed the funding and institutional arrangements recommendations associated with the service alternatives proposed for implementation.

Los Angeles of Bakersfield High Speed Rail Study - California Department of Transportation (Caltrans)

As a subconsultant to Sharon Greene & Associates, conducted a station analysis of Los Angeles Union Passenger Terminal (LAUPT) as an integral component of Milestone 3: (Institutional and Operational Relationship with Existing Ground Transportation) for Parsons, Brinckerhoff, Quade and Douglas.

Metrolink Bus/Rail Interface Planning - Southern California Regional Rail Authority (SCRRA)

Judith Norman worked as consulting planner with the Southern California Regional Rail Authority (SCRRA) to implement and coordinate the interface between the commuter rail system and the region's connecting transit operators. Ms. Norman worked with bus operators in Los Angeles, Orange, San Bernardino and Riverside counties to assist in implementation of connecting bus services and assisting staff with dissemination of operational information to transit operators, including development of bus routing and scheduling plans. Judith Norman served as the primary contact for all bus to rail information related to Metrolink operations, schedules, routes and transfer agreements. The duration of this project was two-years. Ms. Norman has also assisted SCRRA and other consultants in development of fare policy, the testing of fare equipment and negotiation and execution of interagency transfer agreements.

City of Norwalk

Judith Norman worked with the cities of Norwalk and Santa Fe Springs, the Southern California Regional Rail Authority (SCRRA) and the Los Angeles World Airports (LAWA) to develop a detailed scope of work for a Station Master Plan for the LAX Flyaway Project. Ms. Norman is currently working with these cities and agencies to select a contractor.

City of Norwalk :Fiscal Year 2001-2003 Caltrans Planning Grant Application

Judith Norman developed and submitted an application for community-based transportation planning funds to Caltrans for the City of Norwalk, in cooperation with the City of Santa Fe Springs, the Los Angeles World Airports and Metrolink. The project proposed to be funded is a Station Master Plan to Develop a Remote Flyaway and Baggage Check-In for the Los Angeles World Airports (LAWA) in the City of Santa Fe Springs.

HEATHER MENNINGER-MAYEDA - TRANSPORTATION PLANNING

Health Access in San Bernardino and Riverside Counties: A Study of Non-Emergency Medical Transportation Needs [NEMT] and Resources – 5313 Project - SCAG/ San Bernardino Associated Governments

As consultant project manager, responsible for all aspects of this Caltrans Section 5313 planning grant, including definition of the work plan, development of appropriate RFPs, determination of critical stakeholders, and guiding of demonstration projects to be recommended by the study. Participating match funding partners involve both Riverside and San Bernardino county transportation commissions and a team of health care institutions that include Kaiser Permanente, two MediCal providers and a community hospital. Among the final products was the March 2005 Health Access Conference, Ontario, California which brought together over 100 professionals to consider this study and various aspects of NEMT issues.

Staffing of the Public and Specialized Transit Advisory Council/Multiple Community Focus Group Activities - San Bernardino Associated Governments – San Bernardino, CA

Since 1990, A-M-M-A has been responsible for the conduct and direction of a state mandated, 35-member technical advisory committee, including providing technical assistance to the county's four rural and two urbanized area public transit operators in a wide range of areas. A-M-M-A designed the initial county-wide Measure I spending policy (local transit use tax); assisted with Americans with Disabilities Act 0plan development, implementation and monitoring; conducts annual unmet transit needs hearings; assisted providers in identifying Welfare-to-Work projects and funding opportunities; responds to individual planning-oriented issues of the operators. A-M-M-A continues to be responsible for various public participation and coordination activities related to public transportation.

Non-Emergency Medical Transportation Call for Projects - Riverside County Transportation Authority – Riverside, CA

A-M-M-A has prepared the background issue paper to support a Call for Projects for Non-Emergency Medical Transportation (NEMT) Projects in Western Riverside County. This involved contacts with almost 70 opinion leaders in Western Riverside County with knowledge of need for NEMT services. Paper distributed to approximately 250 individuals in San Bernardino and Riverside County, to prepare for a subsequent announcement of a Call for Projects. This effort is follow-up to and responsive to the recommendations of the SCAG Inland Empire Health Access Study that examined these issues across the two-county region.

Southeast Area Bus Restructuring - SCAG – Gateway Cities Council of Governments

Follow-up on a previous bus restructuring effort with emphasis on public involvement, on addressing paratransit issues that were not fully resolved and in rebuilding various inter-community connections. A-M-M-A responsible for analysis of underserved, unincorporated county areas and development of shuttles or other specialized transit options. Multi-client effort involving five cities, the county and LACMTA with on-going consensus-building activities in order to get to recommendations that could be implemented. A-M-M-A subcontractor to prime Dan Boyle and Associates, San Diego, CA..

Innovations to Improve the Productivity, Efficiency and Quality of Public Transportation in Rural and Small Urban Areas [TCRP A-21 Project] - Transit Cooperative Research Program (TCRP), National Academy of Sciences

This was a national research project to identify and survey innovations that promote productive, efficient and high quality public transit in rural and small urban settings. The project involved extensive interviews with over 150 transit properties to identify and categorize innovations, as well as barriers and constraints to innovation. One interesting result was to describe the “culture of innovation” that promotes innovation. Published study is TCRP Report 70: Guidebook for Change and Innovation at Rural and Small Urban Transit Systems. A-M-M-A subcontractor to KFH Group, Bethesda, MD.

Analysis of Specialized Transit for Western Riverside County - Riverside County Transportation Commission

A study of all specialized transit needs and prospective demand, assessing 23 paratransit services in Western Riverside County, including those operated by the regional carrier, Riverside Transit Agency (14 services), by four municipalities and by five not-for-profit agencies. Extensive survey of consumers both on-board and by household to develop consumer-specific findings. Study involved analysis of performance data, on-site operational assessments with detailed findings, consumer surveys and a demographics analysis. Recommendations provide direction for the distribution of just over \$1 million in annual local sales tax revenue to promote and strengthen transportation alternatives to the County’s ADA services with preparation of a five year Strategic Plan for Specialized Transit in Western Riverside County.

ACCESS Service Growth Management Study - Orange County Transportation Authority
-- Orange, CA

Selected by the Authority in a blind review of proposals received to develop growth management strategies and a strategic plan for managing the increasing rate of trip demand in the ACCESS program. Study to provide strategic direction to senior management and involves convening monthly work sessions of 25 key managers to look examine universal access issues and craft an approach to managing ACCESS demand. Fare policy strategies expected to be a central component of any recommended plan by which to reduce the rates of growth in ADA trip requests. A-M-M-A prime contractor, with Dan Boyle & Associates and KFH Group.

San Diego, CA - San Diego Region Seniors and Mobility - San Diego Association of Governments

This study followed an A-M-M-A study for the San Diego County area agency on aging (for *San Diego County Aging and Independence Services*) which included a county-wide household survey of senior-headed households to develop strategic plans for senior mobility in rural and disbursed suburban areas. Included an analysis of the role of the public transit operator – and the limits of that role – in addressing seniors’ mobility needs; a literature review of senior mobility issues; and assessment of the cultural and gender difference in seniors related to driving and general mobility. An exploration of “functional slowing” identified the functional limitations that make it increasingly difficult to seniors to drive and even to use public transit. Recommendations were developed for numerous players, including SANDAG, by which to make transit services more “senior friendly”.

CAROL LANDSMAN, LANDSMAN TRANSPORTATION PLANNING LLC

State of Washington Intercity and Rural to Urban Transit Plan

Teamed with KFH on this statewide plan, Ms. Landsman is taking the key role in developing the stakeholder input process, including drafting information brochures and developing interview and on-line survey instruments. She is now conducting an assessment of rural transit needs and opportunities through interviews with planning agencies, elected officials, and transit providers. She will also focus on rural to urban transit issues, assessing unmet needs, crafting statewide policies, measures and recommended strategies to meet goals.

Tri-County Consolidation Study - Lassen, Modoc and Plumas Counties CA

Ms. Landsman managed this project that explored the potential for these three northeastern California counties to consolidate the administration and management of their transit systems in an effort to increase service. After field observations, review of existing service and interviews with providers of human service transportation, policy makers and users, this study concluded that coordination was a better option than was consolidation. The study outlined coordination strategies that these counties could implement. One strategy called Seat Sharing uses intranet technology to encourage social service and public transit providers to share seats on vehicles. This project was selected by the California Oregon Advances Transportation Systems (COATES) as an example of rural transit technology. COATES is now developing the tools to implement it.

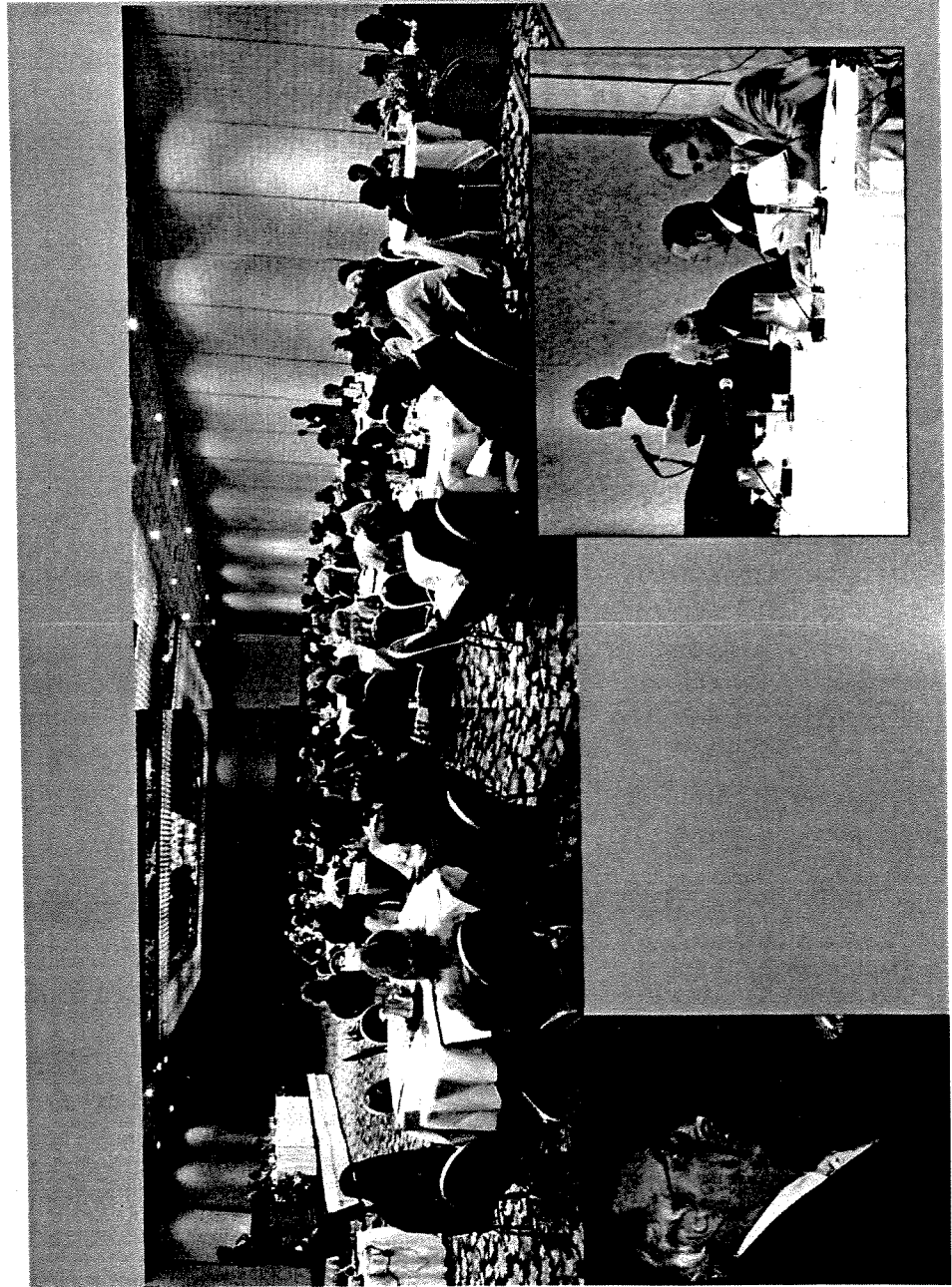
Five-Year Transit Development Plans - Eureka and Arcata, CA

Ms. Landsman managed this project that assessed opportunities for improved and coordinated fixed-route and paratransit service within Humboldt County. These plans recommended strategies to expand service to the University while meeting the needs of transit dependent populations within existing revenues.



Health Access Non-Emergency Medical Transportation: Issues of Statewide Planning Significance

MARCH 22, 2005 ONTARIO, CALIFORNIA CONFERENCE





Health Access

Non-Emergency Medical Transportation:

Issues of Statewide Planning Significance

MARCH 22, 2005 ONTARIO, CALIFORNIA CONFERENCE

Welcome

♦ TANYA LOVE, RIVERSIDE COUNTY TRANSPORTATION COMMISSION welcomed participants to this conference, the culmination of a two-year effort to understand non-emergency medical transportation [NEMT] in Riverside and San Bernardino Counties. Funding for this conference and preceding study are Federal Transit Administration S. 5313 planning funds with health care organizations and transportation agencies in the two counties providing the local match dollars.

♦ MAYOR-PRO TEM ALAN WAPNER, ONTARIO CITY COUNCIL, in welcoming visitors to Ontario noted that it is comparatively easy to get people to shopping at Ontario Mills Mall and area tourist destinations. It is much more difficult and complex to find non-emergency medical transportation resources and services when needed.

Opening Comments

♦ DR. ERIC FRYKMAN, HEALTH OFFICER SAN BERNARDINO COUNTY DEPT. OF PUBLIC HEALTH

- Public policy discrepancy between funding emergency transportation and non-emergency transportation.
- San Bernardino County spends about **one hundred million dollars** annually on emergency transportation services (e.g. ambulances).
- Persons **use emergency services more** because they are not able to receive regular medical attention.
- In Loma Linda non-emergency medical transportation need exists among different hospitals and health facilities (e.g., VA hospital, east hospital, numerous clinics, and other facilities). It is difficult for people to figure out how to get from one to another to meet medical needs.

♦ JERRY SMITH, STATE LEGISLATIVE CHAIR OF THE CALIFORNIA SENIOR LEGISLATURE

- NEMT is a continuing policy problem that should have been solved years ago.
- NEMT solutions must address key factors:

Availability of the right and appropriate services

Accountability in relation to transportation quality

Accessibility to transportation by consumers – information communicates

Affordability to consumers and payors

Connectability between medical locations and consumers' residences

Sustainability of services, with reduced dependence on grants

Key Note: *The Future of Healthcare – Issues and Impacts for Transportation and Urban Design*

♦ FUTURIST DR. IAN MORRISON described continuing changes in healthcare as a backdrop to the dilemma of resolving NEMT challenges, commenting that health care services are often NOT located in the areas where population and need exist.

Four paradigm shifts are anticipated in delivery of health care:

1. From Just Say No....to Just Say Yes...But...
2. Floors and Ceilings
3. Continuing conservative Federal fiscal policies
3. From chemistry to molecular biology

Three mega trends will impact delivery and costs of health care: 1) aging and the **increasing numbers of seniors**; 2) the **relentless march of technology**; and 3) **increasing consumer responsibility for payment**, reversing a 40 year trend. These and other trends are resulting in a backlash against the health care industry, evidenced by declining satisfaction in drug companies and hospitals with consumers trusting supermarkets significantly more than health care services. Health care tops list of industries that consumers want to see more regulated.

In **California** we have:

- A big deficit and very diverse population and needs.
- Sixth largest proportion of uninsured in the nation at 20.6% of population and largest number of uninsured residents nationally at 6.5 million.
- Texas is the closest in number of uninsured residents at 5.3 million and 27.1% of population.
- Very high number of uninsured and growing, particularly in rapidly growing counties such as San Bernardino and Riverside.
- Higher relative dependence on county direct funding here than elsewhere.
- MediCal managed care as an opportunity.
- Number of MediCare beneficiaries expected to soar beginning in 2010.

Issues of **cost, quality and the quest for value** can drive health care re-design. While consumer exposure to health care costs is about to increase, there are many problems with assumption that if consumers spend more of their own money for services that improved quality and efficiency of health care will result.

Breakthroughs in health benefit value can occur with plan, provider and vendor design oriented to accountability and incentives.

The Future of Healthcare, continued

Four scenarios likely for health care in 2004 - 2010:

	Individual	Government
Minor Delivery System Reform	Tiers R' Us	Bigger Government
Major Delivery System Reform	Market Nirvana	National Rational Healthcare

Scenario 1 - Tiers 'R' Us: The SUVing of American Healthcare: we pay more for choice and control. MediCare becomes more market driven. Chronically ill and low income beware. Catastrophic coverage exists for the very sick. Employers save money in benefit design packages and trading down happens more often than trading up. World of opportunity AND risk; the private sector is celebrated.

Scenario 2 - Bigger Government: Major backlash against cost shifting to consumers. The 2008 election runs on the retirement and health security issues of the middle class. Stated desire to protect baby boomers at all costs: Medicare Advantage for All versus "pay or play." Will require living with the consequences, likely to include: politicization of healthcare spending, rationing and restriction, lower innovation, lower profits, equity over efficiency with rising costs and taxes.

Scenario 3 - Market Nirvana: This breaks the entitlement culture. Consumers learn to discriminate and pay so we buy care and not cars. Incentives for health and personal responsibility. Catastrophic coverage and retail medicine for all. Utilization is based on ability to pay with the rise of inexpensive plans and delivery systems. Reaching high end customers is key. Delivery reform is market-based and not evidence-based. Opportunities abound for the entrepreneurial. Private sector health care as a national economic base with high quality, high service and low equity.

Scenario 4 - National Rational Healthcare: Involves: universality and delivery system redesign; evidence-based floors and ceilings; paying for performance; financial rewards for clinical redesign. Universal mandated coverage with employer/ individual mandates OR expanded Medicare Advantage OR expanded safety net delivery floor. Delivery system innovation rewarded and all enabled by a 21st century IT and bioscience infrastructure.

Transportation-Related Issues:

- Budgets are tight for sure.
- The uninsured and low-income young families with chronic conditions are especially vulnerable.
- Patient non-compliance exists, in part, due to NEMT issues.
- Lack of attention to NEMT challenges by stakeholders.
- Need for incentives and infrastructure [capitation for NEMT, free pick-up services, different health clinic hours, use of telehealth].
- Public/Private Partnerships are key.
- Stop whining about lack of resources and focus on solutions.

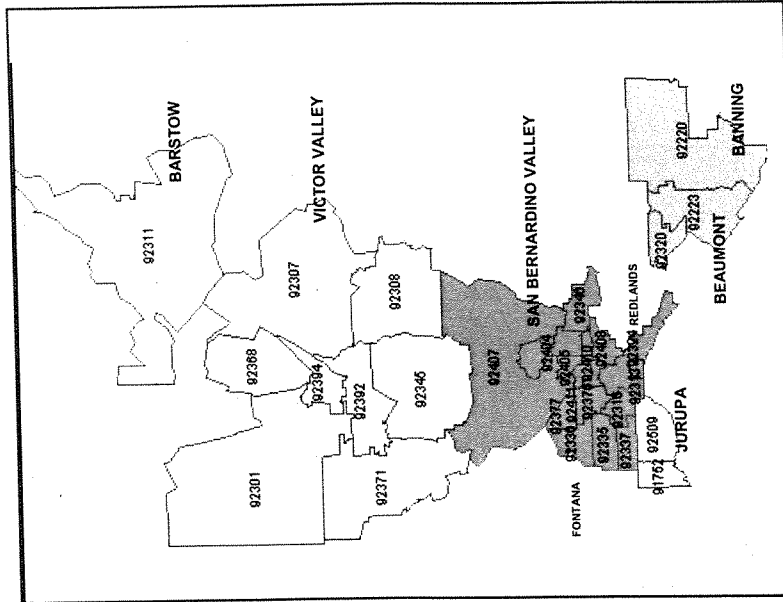
Inland Empire Health ACCESS Project

- ♦ JUDITH NORMAN, JUDITH NORMAN TRANSPORTATION CONSULTING, PROJECT MANAGER
- ♦ TODD REMINGTON, FAIRFAX RESEARCH GROUP

Study Goal: To identify solutions to non-emergency medical transportation [NEMT] needs in these two expansive counties, by rigorously documenting issues and devising solutions, refined by community input and implementable through partnerships between the transit and health care industries.

Selected components of an extensive two-year study of non-emergency medical transportation [NEMT] are reported here with the full study text available on SANBAG's website: [www.sanbag.ca.gov - NEMT Health Access Study]. The implementation of the *Health Insurance Portability and Accountability Act* [HIPAA] concurrent with this study greatly constrained access to data by which to examine NEMT needs across comparative populations, specifically those of the health care Project Management Teams' patient populations. As a result, data-oriented solutions and pilot projects could not be designed. Instead a significantly deeper understanding of the nature of NEMT need was developed. Key findings and the directions these suggest, relative to NEMT, are reported here.

NEMT Study Area by Zip Code Within San Bernardino and Riverside Counties



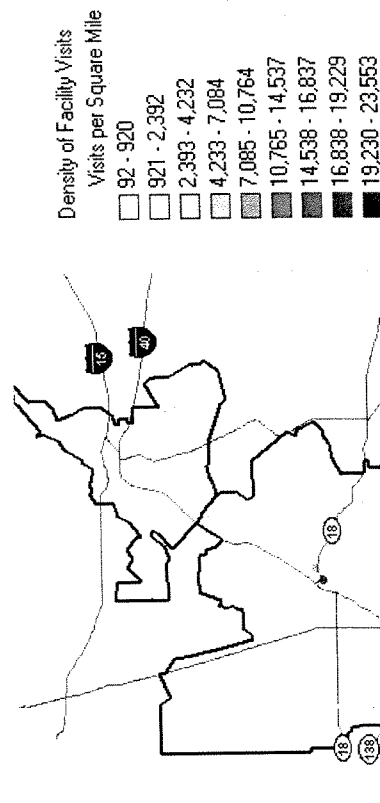
Inland Empire Health ACCESS Project, continued

About Those Needing NEMT – Who They Are and Where They Live:

- Population segments are **missing medical appointments due to lack of transportation**, including those with their own transportation and those depending upon others for transportation, estimated at 5% of the study area population at any one time but a larger group measured over time.
- Those missing medical appointments due to transportation are:
Women, ages 25 to 34, often single mothers, household income less than \$20,000, MediCal recipients and Spanish speakers.
- Seniors appear to be getting to scheduled medical appointments, missing or rescheduling less than other age groups; data was not available on **appointments not made** due to transportation difficulties.
- Those missing medical appointments due to transportation are most likely, but not exclusively, **residing in the rural areas of the two counties;** the San Bernardino Valley is the destination target area for most trips.
- **Trip types** are often long-distance to regional medical facilities, may be repeating for chronic medical treatments and highly individualized, e.g. not the classic many-to-one pattern that transit easily serves.

Density of Facility Visits Within 12 Miles of Study Area

[Inland Empire Health Plan – 111,346 Visits Made by Members FY 2002/2003]



Inland Empire Health ACCESS Project, continued

Health Care Issues in Relation To NEMT:

- **California's MediCal NEMT policies** are not on par with those of other states: eligibility for trip reimbursement is based upon physical ability and not economic need or availability of transportation services.
- Nationally, **health care organizations are most likely to operate NEMT** due to Medicaid funding policies and the trips' individualized nature.
- **Identifying NEMT expenses** by health care organizations in California is made difficult by wide variations in levels and methods of reporting.
- **Missed appointment data** is the most important variable in assessing the severity of NEMT need but this is NOT currently collected by health care.
- **Lack of funding** the number one barrier to direct NEMT provision.
- **Perceived success of NEMT services** nationally appears to relate not to the cost-per-trip but to: 1) ability to focus on the target population; 2) consolidating administration; and 3) obtaining adequate, ongoing funds.

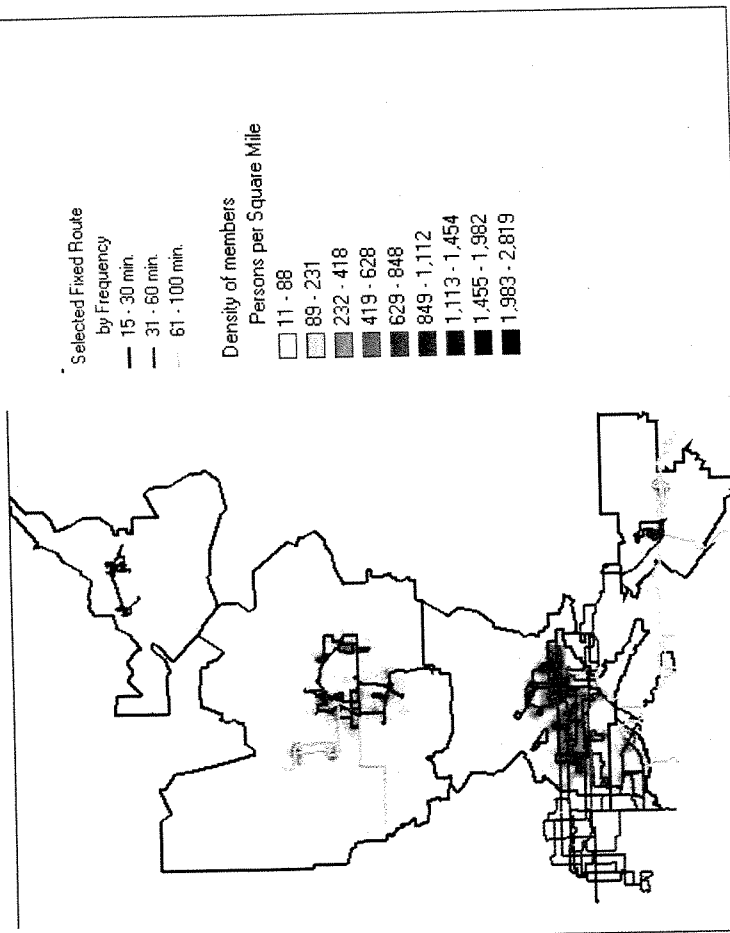
Public Transportation Findings in Relation to NEMT:

- Data shows that **access to public transit services is good for over half** the IEHP members (57%) within the study area; in most cases public transit is within ¼ mile walking distance between home and a bus stop.
- **Service frequencies and inter-regional service are not adequate:** only 31% of the study area population on high frequency routes; little service exists between communities to access regional medical facilities.
- **Dial-a-ride and ADA services** are operating in each subarea for eligible seniors and persons with disabilities; although not the demographic that emerges as in need of NEMT services brokerage opportunities may exist.
- **Public transit connections** outside the local area are limited. More connections, inter-regional connectivity, greatly needed.

Conclusions: Addressing the complexity of NEMT issues will require understanding the issues, cooperation and on-going commitment. Examining the **associated cost implications** for missed medical appointments was not within the scope of this study. Yet clearly financial burdens of missed medical appointments exist, both for **appointments made and missed** and routine or preventative **appointments not made** by consumers due to lack of transportation.

- **For Health Care:** service delivery organizations have the opportunity to adopt a "new vision" and approach to addressing NEMT needs. While the responsibilities associated with delivering medical services day-to-day limit the ability of any one health care organization to address NEMT issues for those other than their own members, collective effort holds promise.
- **For Public Transit:** opportunities exist in meeting this need but will require innovation and additional infrastructure to support and supply these interjurisdictional and highly individualized trips.

Fixed Route Transit Relationships to IEHP Member Densities in Study Area
[Inland Empire Health Plan - 100,149 Members FY 2002/2003]



Conclusions and Recommendations:

1. The State of California should consider the overall impacts of its current funding policies and practices relative to NEMT and MediCal reimbursement.
 2. The State's policies for funding medical transportation under MediCal are inconsistent with other states and contrary to federal regulation.
 3. Allowing expenditure of MediCal funding for low-income MediCal recipients transportation must be recognized and accepted as a critical core issue in the State's responsibility to further local efforts to address NEMT need.
 4. Rapidly changing socioeconomic conditions of the Inland Empire suggest that in-depth "destination-based" information about missed appointments would enable transit operators to develop services that better replicate the travel patterns of study area participants.
 5. Destination-type data can be collected by both health care and transit organizations to serve as valuable tools in designing more effective service.
- There is no one answer, no one-time answer but clearly **partnerships between health care organizations and transit are critical** to addressing NEMT need.

Lassen/ Modoc/ Plumas Counties Non-Emergency Medical Transportation Studies

◆ PAM COUCH, EXECUTIVE DIRECTOR MODOC COUNTY TRANSPORTATION COMMISSION
This NEMT project is now in it's implementation phase, in the far northeastern corner of California, a region described as **frontier rural**. There are no passenger carrier services and limited health care; the closest medical care is often in another state. This NEMT study, funded with a Caltrans 5313 Environmental Justice grant, developed a strategic plan for coordinating NEMT transportation in Lassen, Modoc and Plumas Counties. Key to this study was an **Inclusive participatory process targeting low-income and minority groups**.

Study Recommendations:

- **Separate coordination models** necessary; each of the three counties is in a different situation in terms of transportation resources.
- Continuing to **develop tools and improve options**, at a pace consistent with local resources and priorities.
- **Nurture relationships**, both management and staff levels among health care and transportation providers
- Evolve to **centralized coordination** in Modoc County thru *Coordinated Transportation Services Agency* and "Ride Guide Center"

Rural California Trip Planner:

A second study effort involves constructing a web-based trip planner for Modoc, Lassen and Plumas Counties, as well as Inyo and Mono. Also funded with State Transit planning funds, this will deploy and evaluate a web-based system that connects with Los Angeles MTA's *Trip Master* and the Oregon-Washington *TripCheck*. Such a system will help individuals get from point A to point B by identifying what resources may exist and how to determine what to charge.

Also planned is a *Client Referral Ridership and Financial Tracking (CRAFT)* project, as part of a Mobility Management Center, continuing development of coordination tools for non-emergency medical transportation.

Points to Ponder:

- Preventative health care is critical to individuals' health and well-being:
Getting there (transportation) is the first step to getting care
- NEMT is an environmental justice issue in that it deals mostly with underserved, minority and indigent persons.



Panel Discussion and Comments

- ◆ PAUL PAGE, FEDERAL TRANSIT ADMINISTRATION, REGION IX
Federal Transit Administration is establishing mobility networks through the *United We Ride Initiative* which focuses on coordination of human service transportation. The national *Coordinating Council on Access and Mobility* brings federal-level agency heads together to develop joint planning efforts.

Mobility manager concept discussed under federal transit reauthorization; possibly funded through S. 5307 federal transit operating dollars may allow a new use of funds available to transit operators. In California, the United We Ride Summit (Sacramento, March 2005) explored mobility manager models.

- ◆ DR. RON GRAYBILL, LOMA LINDA UNIVERSITY MEDICAL CENTER
Relationships between the medical centers and the surrounding areas – and the individuals within each – are important. Loma Linda is located in an area of low-income neighborhoods. The key to certain access issues is to get together, getting good people together....resources exist but they are not in the right areas. Each person in every neighborhood is gifted. How can we help each other?

The *Transit Guide Way Finding Tool* was one product of the San Bernardino/Riverside Health Access study, an easily-reproduced map of large medical facilities to show the transit services and the specific bus stops serving particular medical buildings. The *Loma Linda Way Finding* tool can be viewed on the SANBAG website [www.sanbag.ca.gov], a *destination-oriented tool* that describes transit services in relation to where patients need to travel and where to go when they get off the bus.

- ◆ ANDREW HOLTZ, ASSOCIATION OF HEALTH CARE JOURNALISTS
Looking at the transportation that we have is only *one-half the equation*. We also need to consider what the health care system is doing that requires people to get to health care. We need to examine carefully the notion that “*we need these trips just because we’ve always had these trips*.” It is important to consider which trips are necessary. Can services happen at different times? Can the need for some trips be eliminated through communications rather than an individual trip to a health care facility? Focus on helping people get what they really need, where they are...part of this involves what do people really need? How does the system change to address this? The “system” involves both health care and transportation.

- ◆ LUVERNE MOLBERG, RIVERSIDE COUNTY OFFICE ON AGING, MODERATOR
It’s important to consider that looking at *missed medical appointments* is also only one-half the equation. *Who is not making appointments* in the first place, possibly because they do not know how to get there? We need to change the system, sometimes one individual at a time. We must broaden our outlook to focus not on “either/or” but “both/and.” We need as many types of resources and strategies of response to NEMT needs as possible.

Panel Discussion and Comments, continued

- ◆ PETE SPAULDING, CALIFORNIA ASSOCIATION FOR COORDINATED TRANSPORTATION
 - Federal transit funding reauthorization and the Older Americans Act reauthorization must support coordination and joint efforts between systems by which to resolve specialized transit needs.
 - At the State level, redesign of MediCal and the Olmstead Act plan holds potential to break down individual funding silos to address NEMT needs.
 - Local initiative and partnering is critical to NEMT problem-solving.
- ◆ MUNICIPAL FIRE BATTALION CHIEF
Of that \$100 million spent locally on emergency transportation, what proportion of emergency medical transports can be reduced or removed by reliable non-emergency medical transportation? Reliable is service within 60 minutes or less.
 - EMT [emergency medical transport] trips are scarce resources
 - EMT trips highly costly; high public subsidy; NEMT could cost less.
 - EMT trips limited in distribution; not easily able to match need to resources
 - NEMT utilization of EMT overburdens emergency rooms and first responders – we need better systems.

- ◆ LENWOOD LONG, RIVERSIDE COUNTY COUNCIL OF AGING

Increasing numbers of seniors, seniors-no-longer-driving, those whose drivers’ licenses are taken by new DMV rules: the need for NEMT will only increase. What will happen to these seniors and their health needs?

- ◆ OTHER COMMENTS

- The new 211 information resources are a key point for collecting data and communicating local resources.
- Transit info & maps need to be readily available at health care offices.

Concluding Comments

- ◆ DR. GARY FELDMAN, DIRECTOR, RIVERSIDE COUNTY DEPT. OF HEALTH
One missing piece involves *bringing medical care to local communities*: we need to consider bringing the health care system to the people and not just bringing the people to the system. In some areas health care specialists travel to an outlying area instead of individual patients traveling to a medical facility.

Health outcomes show a preponderance of value in *prevention* and therefore the contribution of *public health*. Dollars now go 98% into delivery of health care services and only 2% into prevention. There are ethical entitlement questions: What is a right in health care? How much health care is enough? How do we measure quality in health care? What are the barriers? Transportation is a barrier but not the only barrier. The *built environment* contributes to the struggle that transportation and service delivery confronts. Good planning is key.

For more information, please see www.sanbag.ca.gov. Search for NEMT Health Access. Or contact Heather Menninger-Mayeda (909) 621-3101 menninger@earthlink.net

Conference Sponsors and San Bernardino / Riverside Health Access Study Project Management Team Members

Caltrans – Gary Green, Dr. Paul Fagen, Garth Hopkins
Southern California Association of Governments – Sina Zarifi
San Bernardino Associated Governments – Michael Bair,
 Victoria Baker, Heather Menninger-Mayeda
Riverside County Transportation Commission – Tanya Love
Inland Empire Health Plan – Gary Melton, Joyce McShane
Kaiser Permanente – Jennifer Resch-Silvestri, Phillip Percy
Molina Healthcare of California – Margie Akins, Robert Hanson
Health Net, Inc. – Vergia Slade
Community Hospital of California – Jerri Smith, Randy Hill

Conference Participants

Approximately 125 individuals participated, representing the following agencies and organizations by city:

ACCESS Services, Inc.	Los Angeles, CA
A-M-M-A	Claremont, CA
Antelope Valley Transportation Authority	Lancaster, CA
Association of Health Care Journalists	Portland, OR
Barstow Area Transit	Barstow, CA
Beaver Medical Group	Redlands, CA
California Association of Coordination Transportation	Sacramento, CA
California Polytechnic University	Pomona, CA
California Senior Legislature	Alturas, CA
Caltrans District 8	San Bernardino, CA
Care Connexus, Inc.	Riverside, CA
City of Banning	Banning, CA
City of Banning Council Member	Banning, CA
City of Barstow Mayor	Barstow, CA
City of Barstow Police Department	Barstow, CA
City of Indio Council Member	Indio, CA
City of Moorpark Transportation	Moorpark, CA
City of Ontario Fire Chief	Ontario, CA
City of Ontario Mayor Pro Tem	Ontario, CA
City of Redlands Council Member	Redlands, CA
City of Redlands Fire Battalion Chief	Redlands, CA
Comfortline Transportation Services	Upland, CA
Community Access Center	Riverside, CA
Community Health Systems	Bloomington, CA
Community Hospital of San Bernardino Foundation	San Bernardino, CA
County of San Bernardino Dept. of Public Health, CCS	San Bernardino, CA
County of San Bernardino, Supervisor Ovi's Office	Chino, CA
Epic Management	Redlands, CA
Fairfax Research Group	Ontario, CA
First 5 Riverside	Riverside, CA
Goodfaith Medical Transportation	Rancho Cucamonga, CA

Conference Participants, continued

Health Net, Inc.	San Bernardino, CA
Healthlink MediVan	Anaheim, CA
Inland Counties Emergency Medical Agency	San Bernardino, CA
Inland Empire Health Plan	San Bernardino, CA
Inland Mediation Board	Ontario, CA
Inyo Mono Transit	Bishop, CA
Judith Norman Transportation Consulting	Carson, CA
Kaiser Permanente	Fontana, CA
LifeSigns	Riverside, CA
LogisticCare Solutions, L.L.C.	San Francisco, CA
Loma Linda University Medical Center	Loma Linda, CA
Los Angeles County Dept. of Public Works	Alhambra, CA
MED-CAB	Victorville, CA
Modoc County Transportation Commission	Alturas, CA
Modoc Regional Hospital	Alturas, CA
Molina Health Care of California	Colton & Long Beach, CA
Morongo Basin Transit Authority	Joshua Tree, CA
Mountain Area Regional Transit Authority	City of Big Bear Lake, CA
MV Medical Management	Los Angeles, CA
Omnitrans	San Bernardino, CA
Orange County Office on Aging	Santa Ana, CA
Orange County Transportation Authority	Orange, CA
Pacific Shore Insurance Services, Inc.	Costa Mesa, CA
Palo Verde Hospital	Blythe, CA
Primary Provider Management Company	Riverside, CA
Primecare Medical Group	Rancho Cucamonga, CA
Redlands Community Hospital	Redlands, CA
Riverside County Dept. of Public Health	Riverside, CA
Riverside County Office on Aging	Riverside, CA
Riverside County Transportation Commission	Riverside, CA
Riverside County Supervisor Tavaglione's Office	Riverside, CA
Riverside Emergency Medical Services	Riverside, CA
Rolling Start Inc.	San Bernardino, CA
RouteMatch Software	Redmond, WA
San Bernardino Associated Governments	San Bernardino, CA
San Bernardino County Dept. of Aging and Adult Services	San Bernardino & Ontario, CA
San Bernardino County Dept. of Public Health	San Bernardino, CA
San Diego Associated Governments	San Diego, CA
Secure Transportation	Whittier, CA
Shawna Hampton Enterprises	Rancho Cucamonga, CA
Southern California Association of Governments	Los Angeles, CA
Strategic Health Perspectives	Menlo Park, CA
T.L.C. Enterprise	Menifee, CA
Transportation Planning & Policy	Costa Mesa, CA
Trapeze Group	Scottsdale, AZ
U.S. DOT, Federal Transit Administration, Region IX	San Francisco, CA
Victor Valley Community Services Council	Victorville, CA
Victor Valley Transit Authority	Victorville, CA
West End Community Health Action Network	Ontario, CA
West End Medi-Trans, Inc.	Pomona, CA

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